

## **Oral History Cover Sheet**

**Name:** Roberta “Bobbi” Frans

**Date of Interview:** November 15, 2007

**Location of Interview:** Richfield, Minnesota

**Interviewer:** Dorothe Norton

**Approximate years worked for Fish and Wildlife Service:** 38 years (1968-2006)

**Offices and Field Stations Worked, Positions Held:** Regional Office in Region 3, Temporary Personnel Clerk; GS 3 Personnel Clerk Regional Office for Region 3; Administrative Officer for Division of National Wildlife Refuge, Regional Office for Region 3.

**Colleagues and Mentors:** Audrey Berg, Dan Miller, Lowell Hoffman, Ede Donovan, Wayne Weier, John Eadie, Tom Worthington, Nina Fuller, **Bill Vine**, Forrest Carpenter, Ed Crozier, Bob Burwell, Lynn Greenwalt, Howard Woon

**Most Important Issues:** Consolidation of personnel into finance and budget

**Brief Summary of Interview:** Ms. Frans starts out talking about her parents and early life, how she got started with the Fish and Wildlife Service, and the type of work she did. She would eventually move her way up from a personnel clerk to be the Administrative Officer for the Division of National Wildlife Refuges for Region 3. She mentions high and low points in her career, people she worked with, people who pushed her, changes in the office, and how she thinks the Fish and Wildlife Service has changed and the attitudes of new people coming in.

**Keywords:** history, biography, employee, personnel, refuges, environmental impact statements, administration, attitudes

National Heritage Team of the U.S. Fish and Wildlife Service Oral History Program  
Subject/USFW Retiree: Roberta "Bobbi" Frans  
Date: Thursday, November 15, 2007  
Interviewed by: Dorothe Norton

Dorothe Norton:

This interview will be with Bobbi Frans, retired from Region 3, Administrative Officer, and Division of National Wildlife Refuges

Well Bobbi, I'm happy that you gave me good directions and I was able to find your home.

First thing I want to know is not only your birthplace, but the date when you were born.

Bobbi Frans:

You really want to know how old I am. Okay, I was born in Waterloo, Iowa October 12, 1948.

Dorothe Norton:

Who were your parents, what were their names?

Bobbi Frans:

Robert Lapitz and Ellen Lapitz.

Dorothe Norton:

What were their jobs and education?

Bobbi Frans:

My mother was a homemaker. She graduated from high school and I think she went to business college. My dad was a salesperson for Admiral Merchants Trucking Company throughout his career.

Dorothe Norton:

Where did you spend your early years then, in Waterloo?

Bobbi Frans:

Well, we lived in Waterloo until I was maybe two or three years old, and then moved to Denver, and then my brother was born in Aurora, Colorado. Then we moved up here to Minneapolis, and we've been here ever since.

Dorothe Norton:

How did you spend your early years? As a normal kid outside playing with other kids?

Bobbi Frans:

Sure, yes, yes, we were just normal kids.

Dorothe Norton:

Did you have any hobbies?

Bobbi Frans:

I took like tap dancing. I used to like to take dance classes with the neighbors, we all took dance classes. I was a real tomboy, so I liked a lot of the sports and used to play softball and football with the boys.

Dorothe Norton:

Did you ever have a job before you got out of high school?

Bobbi Frans:

Yes, I worked odd jobs, like I would do inventories like at Dayton's or something like that, just temporary jobs. Then I'd take jobs where I would type and stuff, and it was done through the school, they would just send a list of kids that they could call.

Dorothe Norton:

Since you were a tomboy, did you ever learn how to hunt or fish when you were a kid?

Bobbi Frans:

Well, I fished, yes, but I didn't hunt. I never really wanted to hunt, so I worked for Fish and Wildlife!

Dorothe Norton:

Did your dad...?

Bobbi Frans:

He never was a hunter.

Dorothe Norton:

How about fishing?

Bobbi Frans:

Yes, he would fish, we would take trips like to the lake every year and that's mainly when he did his fishing.

Dorothe Norton:

Okay. So what high school did you go to and when did you graduate?

Bobbi Frans:

Ridgefield High School in 1966.

Dorothe Norton:

Did you go to any school after that such as college?

Bobbi Frans:

I went to St. Cloud State for two years.

Dorothe Norton:

What did you get a degree in?

Bobbi Frans:

Well, I was going for sociology and minored in psychology, and then I kind of ran out of money. And so I went and I interviewed with Fish and Wildlife on a Friday when I got out of school, and they started me on Monday on a temporary job. And that was it, I never went back.

Dorothe Norton:

How did you hear about the opening at the Fish and Wildlife Service?

Bobbi Frans:

Well, I took a Civil Service test and the typing test and stuff. I got something in the mail, I think I just got on the list, and Audrey Berg ended up calling me.

Dorothe Norton:

Okay, so then you never went into the military or anything either then?

Bobbi Frans:

No.

Dorothe Norton:

Okay. So now can I ask you how, where, and when you met your husband?

Bobbi Frans:

We ended up on the same bowling team. Fish and Wildlife were bowling with the Army, and he was in the Army so we ended up bowling together. That's how we met. He actually went out with a girl that worked in, where did she work? She worked in Fish and Wildlife, but I can't remember which branch. And then he started going out with me.

Dorothe Norton:

Are you sure it wasn't **Beth Glum** was it?

Bobbi Frans:

No, it was **Diane Growley**. I don't know if you remember her.

Dorothe Norton:

When and where did you get married?

Bobbi Frans:

We got married in Ridgefield Lutheran Church in Minneapolis.

Dorothe Norton:

Okay, and you have just the one child?

Bobbi Frans:

Right.

Dorothe Norton:

Her name is Jenny?

Bobbi Frans:

Jennifer, yes.

Dorothe Norton:

What does she do?

Bobbi Frans:

She's a planner for Maurice's corporate office in Duluth, and has twins.

Dorothe Norton:

Yes, beautiful little twins.

Bobbi Frans:

Yes, a little boy and girl.

Dorothe Norton:

Okay, and so you started with Fish and Wildlife Service, what did you there then when you started?

Bobbi Frans:

When I started I was a temporary personnel clerk, I worked in personnel and I think I was temporary for three months and then they put me on permanent. I kind of did just a whole bunch of odd jobs, you know, like I did all the length of service. We didn't have the computers then, so you had to keep track of everybody's length of service. We would have these cards where you'd figure the length of service, and when their 10-year pin was due and when their step increase was due and all that stuff, so I did that. I did a lot of like

typing 50's and filing personnel folders in them in, you know just a whole bunch of odd jobs; I was like a GS-3 I think, worth about \$4,200.00 a year or something like that!

Dorothe Norton:

When you started with us what did you think about the pay and benefits? Did you like what they presented to you?

Bobbi Frans:

Yes, I mean it doesn't sound like a lot now, but I know my dad kept saying, "Well, they've got the security." That's what he kept saying, "They've got the security in the government." And I guess I never really... I wanted to be a secretary, that's actually what I wanted to be, and so this came up. I really didn't know much about Fish and Wildlife at that point or the government, but yes, I thought they had pretty good benefits.

Dorothe Norton:

Then after you became a permanent employee did you have promoting potentials?

Bobbi Frans:

Yes, I ended up like a GS-5; I went from a 3, to a 4, to a 5.

Dorothe Norton:

Did you socialize with any of the people you ever worked with?

Bobbi Frans:

Well, I joined bowling right away because I really didn't know anybody. We were down in the Buzza Building on Lake Street.

Dorothe Norton:

Oh god yes!

Bobbi Frans:

I was on the first floor and everybody else was on third because personnel was down on the first floor. So I was young and I thought, 'well, I don't really know anybody,' so I joined bowling. And then that's when I got to know Maggie and Joanne and Yvonne and a lot...

Dorothe Norton:

At that time you weren't married or anything, so your career didn't affect your family?

Bobbi Frans:

No.

Dorothe Norton:

Did it after you became... As long as you were employed with us, did it affect your family at all?

Bobbi Frans:

Well, it took a lot of my time. I put in a lot of extra hours during my career, but I guess I always tried to make time. You know, like the school would call and I would take off. I used a lot of sick leave; I never had annual leave because that's how it was being used.

Dorothe Norton:

And so you only left the Service when you became eligible? Or no, you probably worked long beyond.

Bobbi Frans:

Thirty-eight years, I started June 10th of 1968.

Dorothe Norton:

Why did you leave the Service when you did then?

Bobbi Frans:

I think a lot of it was my health you know, I mean I had major surgery and then right after that I broke my arm. I just got nervous that am I really going to enjoy my retirement. Then my daughter was pregnant and going on bed rest, and I thought well I want to make sure I see the kids. So it was just I think just time.

Dorothe Norton:

When you came to work for us then did you get any special training at all for any of the jobs they wanted you to do?

Bobbi Frans:

Not a lot. I think when I started you just didn't get trained. When we got the Mag Card typewriters they sent us to training, right off maternity leave and right into training for two days, but other than that you really didn't have much training. You didn't travel. Nobody had any money. I don't know if you remember that but that is... You just didn't.

Dorothe Norton:

Right, okay. And so you always worked in the regional office, so you worked the regular office hours except when you were overwhelmed with extra work to do?

Bobbi Frans:

Yes.

Dorothe Norton:

Do you remember now who all your supervisors were, like when you started?

Bobbi Frans:

Not really, I worked for **Audrey Berg** and Dan Miller when I started. Then I worked for **Lowell Hoffman**, who was the administrative officer in refuges. After three years I went to refuges, and I worked for him for quite awhile. Then I worked for Wayne Weier, who was in refuge operations. And then I worked for Ede Donovan pretty much the rest of the

time until I was supervised by John Eadie, the ARD. And then I've had Tom Worthington and Ede Donovan, or not Ede but Nina Fuller.

Back then, what I remember is I used to work for a lot of different branches and refuges, and they would just assign people to you. I had one PD probably for 15 years, you know, the same PD that never changed. You would work for public use, you would work for the administrative officer, you would work for refuges, and you worked for habitat. They just kind of, you know, if one didn't get along with the secretary or wanted you to do the work, you just did it. It was a lot different then the way it is now.

Dorothe Norton:

But you sure learned the refuge system.

Bobbi Frans:

That's how I learned it though Dorothe. And working with the field, you know, because you had more one on one contact with the field because you didn't have computers and things like that. You had to call them and talk to them. I was one that really liked to learn everything I could, and I had a lot of supervisors let me. "Well, do you want to try to do this report?" Or, "Do you want to do this?" They didn't make me, it wasn't my job, but I learned more. With filing I learned a lot because I would read actually what was in there. It was more my own initiative to try to learn things. I just didn't like to be a robot and just kind of do things and then they'd say, "Well, what did you type today?" I don't know. Or, "Where's this?" Well I don't know, because you never even knew that you typed it. So, I think that was just more me.

Dorothe Norton:

Well, that's good, that's good. So, did you think that Fish and Wildlife received good support from local, regional, and federal people and the other agencies?

Bobbi Frans:

I think sometimes it depended on administrations. It seemed like with the Democrats you got a lot more support environmentally than you did with the Republicans, I think. I would just see ups and downs and ups and downs during my career. It was different priorities at different times, and you just kind of rolled with the flow. I think people started to get more into the environment, and I think then you've got more support groups than you used to have. Refuges were not for public use originally, so you just didn't have visitation like you do now. You would have hunters and fishermen, but now they're more catering to environmental groups and learning more about wildlife. So I think it's changed that way.

Dorothe Norton:

Were there any special projects that you were involved in?

Bobbi Frans:



Well, I know I helped type with **Bill Vine**. I helped type for the Refuge Association when they first got that started, which was kind of exciting because it was something new. Forrest Carpenter was going to retire, and he and Ed Crozier kind of got that going. I did a lot of typing on documents for creating that sort of alley, which was interesting I thought. I used to just kind of help out on a lot of things. I know I typed a master thesis for one of my supervisors when they sent him to Albuquerque for a year, I would come in at night and type his masters. I did a lot of typing for safety or engineering, or I typed a lot of environmental impact statements to help out ES because they would have deadlines. It was kind of like you were a jack of all trades, and you'd just help when they needed help.

Dorothe Norton:

How about any major issues that you had to deal with, especially after you were in the present job you were in when you retired?

Bobbi Frans:

I don't know if it was issues, it was always trying to do budgets and trying to keep up with the technology and the changes to me was difficult because you had so many administrative clerks. You would have what 57 or 58 out there that were all remote, and how do you train them, how do you get them to know their job, and how do you help them out, because you almost have to know everything. You have to know contracting, you have to know personnel, you have to know finance, you have to know budget. And even keeping up with the budget crisis we used to have, and how are we going to pay our salaries and things like that. It just seemed like one crisis after another, it was always changing. I think in administration it just seemed to be changing all the time.

Dorothe Norton:

The titles you mean?

Bobbi Frans:

Not the titles but the jobs, I mean the way... Yes, it was constantly changing. And then the more accountability, more audits and more, you were hit from all sides because you just didn't deal with personnel. You were supposed to know everything about every personnel role. Well, there's no way. They could hardly keep up, everything about budget. And so it was like never-ending.

Dorothe Norton:

Did you ever feel as if there were major impediments to your job or your career? Like lack of...? Want to cut back people or anything like that? Did you ever feel that way?

Bobbi Frans:

Well, I guess I kind of felt that administration really was just kind of there, you know. I mean it was something you had to do, but it really wasn't the major focus of what we did. So, you weren't always the first in line to get help when you needed it. And in the later years it seemed like there was so much that was expected of you, but the staff never got

any bigger. I found that troubling and more lack of direction. They threw out all the manuals and everything was supposed to be on email. You never knew what was this, the rule is that, or is that a regulation? And then you'd ask somebody and nobody could find anything. Well, where does it say I do it this way? And I was for the manuals because I could always go to the administrative manual and find what I wanted. They got rid of that stuff and it's like what anybody said was supposed to be the new rule, and that was real troubling to me.

Dorothe Norton:

How did you feel when they were thinking of putting all administration people under budget and finance?

Bobbi Frans:

I was against it. One reason, well, I had been in personnel and I always liked personnel, and it wasn't that I didn't like budget and administration, because I think you needed some direction. But there was so much going on in each program, that even when I was there I didn't know everything that was going on, but you had to keep up with your own division and your own program. And being someplace else, you would never be able to do that. They did it in Region 7 and they did it in Region 2, and they switched back.

Dorothe Norton:

They did?

Bobbi Frans:

Yes.

Dorothe Norton:

I didn't know that.

Bobbi Frans:

Yes, because it just wasn't working. My ARD depended on me. I was supposed to give her advice on budgets and people and FTE's. And how can you do that when you're sitting across the building, and you're not in any of your staff meetings, you're not involved. I heard stuff in the halls, and they'd go, "What's that all about?" "Oh, did you get this new email?" "No." "Well now refuge is doing this." "Well, it was something impacting me." That was my concern, because I didn't feel I'd be fair to Refuges to pay me and not really know what was going on. They tried it in two regions, it didn't work.

Dorothe Norton:

That was just kind of right about the time that I did retire, because they were saying they didn't know for sure how they would advertise the job. And I thought too, working just with the one program you're working with, you can give it more explicit attention and detail and do what you have to do. But I didn't know whether they intended, that whatever anybody needed they'd just pick one of us to do it or something. So I agree with you Bobbi, I'm glad they didn't do that.

Bobbi Frans:

Well, I know even in Region 1 they had more consolidated. But what I found, and I advised Nina too, is when I was on conference call for Refuges, they would have someone from the program and someone from ABA. They would have somebody in the program doing a lot of the reports and stuff that we did, then more like just the financial BTS System or something they would have in ABA. And so they were having to really pay for two sets of people. And the people in ABA were not doing most of the reports and stuff we were doing. So it was kind of like, "Why are we wasting our time?" It was frustrating for the people in Budget Administration; it was frustrating for the people in the program because you were split. This one would do part of the stuff, this one would do part of the stuff, and I could just sense the frustration. And then when people, I think except Region 1, started going back it was like, well, it's pretty obvious it's not working well.

Dorothe Norton:

So they did go back to the regular way to do it?

Bobbi Frans:

Yes, and we did a lot of reports. We had teams and we did reports, and the ARD's all agreed and the RD. They finally signed that we weren't going to do that.

Dorothe Norton:

Did you ever feel there was any one particular individual who helped shape your career for you?

Bobbi Frans:

I don't know if anyone really shaped it, I think it kind of took everybody because...

Dorothe Norton:

Well, did anybody encourage you to keep...?

Bobbi Frans:

To keep going, I think all my supervisors did. Actually, the one that hired me in my job was John Eadie, and he was very demanding, and he expected a lot of his people, but you always knew exactly what he wanted. When the product came out it was always good, it was always strong, we always got a lot of money because of it. He was the one who actually gave me the job when Ede retired. And he said he saw the potential and that I could stretch myself. He did give me a lot of things just individually, not Ede that gave it to me but he did, to just see how I would do, like the co-op student program, I did a lot of stuff on that with (unclear). And so probably he's the one that pushed the most.

Dorothe Norton:

Who were some of the people that you knew that did not work for Fish and Wildlife, but that you were a contact for? I don't know, did you ever have to contact any state people or other people for any of our business?

Bobbi Frans:

I know when we'd get new refuges or changes in refuges or changes in personnel I used to have to write letters to all the state and the DNR and everything in each of the states. This was when more of it was done in the regional office. Just to advise them and keep them apprised of what was going on locally. I think now they do it more right from the station, they're encouraging more local contact. We used to do a lot more of that in the regional office than they did in the field.

Dorothe Norton:

Do you remember who was president or secretary of the interior or director of Fish and Wildlife when you started?

Bobbi Frans:

Bob Burwell was my regional director.

Dorothe Norton:

Yes he was when I was started. Who was the secretary? Do you remember? I don't either.

Bobbi Frans:

I know the regional director; I don't know who was...

Dorothe Norton:

Who was the president then?

Bobbi Frans:

I don't know, I'm terrible!

Dorothe Norton:

Well, I was going to make a list of that for my own...

Bobbi Frans:

I can blame chemotherapy on my forgetfulness, but...

Dorothe Norton:

I'm going to do that, I'm going to make a list of who the presidents were because I know I don't remember. When I went to Washington, D.C. in 1947, it was Harry Truman, but I can't tell you who it was in 1968!

Bobbi Frans:

That's terrible isn't it!

Dorothe Norton:

How did you feel changes in the administration affected our work?

Bobbi Frans:

Well, good I think, because it seemed like democrats were a little more environmentally in tune than republicans. They would put more money towards more effort. Like Mondale was really pushing Minnesota Valley, that's really how we got Minnesota Valley. Even when you get that administration, you may get differences depending on directors who was hired, whether, you know, what are you going to focus your time on? Is it going to be law enforcement? Is it going to be refuges? Is it going to be fish hatcheries? So that always was a difference because where the money was is what you were going to do. So yes, it did make difference.

Dorothe Norton:

In your long and many hard-working years with Fish and Wildlife Service, who do you feel were some of the individuals that helped shape the Service to what it is today?

Bobbi Frans:

That's interesting; I think Lynn Greenwalt is a big asset, and I worked for him in Refuges. Then when he was director he was very articulate and, I think, very focused on the mission of the Fish and Wildlife Service. Mondale, I think Senator Mondale was another one. Let's see, who else? I don't know if I can really pinpoint anybody in particular.

Dorothe Norton:

Well okay, that's fine too. Now I'm going to ask you some questions, what was the high point of your career?

Bobbi Frans:

And I won't say retirement, I mean as a particular incident or just...?

Dorothe Norton:

Well, whatever you felt was the greatest thing.

Bobbi Frans:

I really did love the work and I loved the people, I mean on the whole. There are certain people you just, you know, that are better than others, but on the whole. And I liked working with the field, I mean I felt our field people were just so dedicated and just so good to work with, that I really enjoyed that part of it.

Dorothe Norton:

Did you ever have a low point in your career? Did you feel that there were going to be cut backs or...?

Bobbi Frans:

Well, I think that when they consolidated the programs and the geographic ARD's, to me that was a low point because to me it fragmented things. And I worked for both the program and the geographic areas. And I had been through area offices, I'm sure just like you did, and obviously it didn't work, so they went back to regional office programs.

And then they did the exact same thing again. It didn't work, go back. But to me it was a lot of lost time, it was hard dealing with the field. They never knew who they were supposed to call, who they got answers from. There was a lot of regions that were hurt by it because there was a lot of people hired that they really didn't have money for because the programs and geographic ARD's weren't talking like they should have. So, to me, it was just a lot of chaos, not much direction at all, and everybody would kind of just do whatever they could do to make it work. And that's not really how you should run an organization. So I was glad when I saw that go.

Dorothe Norton:

What was your humorous experience while you worked?

Bobbi Frans:

Humorous?

Dorothe Norton:

Yeah, anything really funny.

Bobbi Frans:

I think one thing that was funny, when I started we had Job Corps, Division of Job Corps, and we had **Howard Woon**. I don't know if you remember him, he had this toupee?

Dorothe Norton:

Yes, yes I do.

Bobbi Frans:

And so I was down on the first floor. And all the guys were going to the Dairy Queen across the street, and **Howard Woon's** toupee flew off because it was really wind. And I'm watching all these guys running down Lake Street chasing after this toupee! To me that was probably one of the funniest things I ever saw. And then I know we had a lot of fun when John Eadie was there and we played. The Twins played Atlanta, and he was from Atlanta. Mary and I and Jodie and a bunch of us used to go up and decorate his office, we used to have things going back and forth from the Atlanta to our region. We really had a fun time, you know, it was kind of like this little war between two regions. So we had a lot of fun then too.

Dorothe Norton:

Now what would you like to tell all the others about your career, like anybody who'd ever ask you or?

Bobbi Frans:

Well obviously I like Fish and Wildlife or I wouldn't have been here that long, I believe in what it's all about. It was a place where I had opportunities. I mean people really supported me, which helped, because I never envisioned that I'd be the administrative officer for Refuges. That wasn't where I was going to go. I think the potential is there, I think you need to be dedicated, especially in the field, and willing to just kind of do what

you need to do to get by. But yes, I believe in the Fish and Wildlife Service and what they are doing. I just hope people still believe in them, you know, the new generation. That they feel as strongly as the old generation that really got us started, because you see a lot of differences in the new generation.

Dorothe Norton:

The next question is what were some of the changes that you observed in the Service, like in the personnel and in the environment?

Bobbi Frans:

What I found is I think people are not as dedicated to their position. It's more, "If you give me a dollar more I'll be out the door." A lot of the newer generation, it's like, "Well, when do I get promoted, can I work at home, can I have flex time?" That is their most important part of the interview to me. That they don't really feel any dedication to the agency they are working for. I was glad to have a job, and I know my dad always said, "I don't care what you do, but just do the best you can at any job that you take because you owe them that." I just don't see that, I mean people just kind of quit and start someplace else and quit again. So you do a lot of training of people and don't know if tomorrow they're going to be out the door. That was a big change that I saw, and attitudes.

Dorothe Norton:

What are your thoughts on the future for Fish and Wildlife?

Bobbi Frans:

I just hope they survive. I hope that people still will fund them so that they can at least do the basics. It just seems like funding is so hard now because there's so many things going on, that we have enough money and not have to close down half of the stations because we don't have the funding. I know they're holding tons of positions, service-wide because of the funding. I want my grandkids to have someplace to go, I hate all this concrete and high buildings and I want them to be able to go out someplace and walk a nature walk, and who knows.

Dorothe Norton:

Do you have anything that you'd like to share, copy of like any documents or any photographs or anything?

Bobbi Frans:

Not really, I mean I didn't really go out and take a lot of pictures or anything.

Dorothe Norton:

Anybody else you can think of that we should interview? I mean I have lists I'm working with but there's just some that I haven't been able to reach.

Bobbi Frans:

I don't know, I think most of them I know you probably have interviewed.

Dorothe Norton:  
I did Robert Jorgenson.

Bobbi Frans:  
Did you?

Dorothe Norton:  
Yes, and wasn't that surprising to see him at our luncheon, but good to see him!

Bobbi Frans:  
Yes, and he looks the same!

Dorothe Norton:  
Yes he does.

Bobbi Frans:  
And he's kind of like Harvey, you know, its how you always remember them.

Dorothe Norton:  
Okay, well thanks Bobbi much for your time, I appreciate it.

Bobbi Frans:  
Sure, thanks Dorothe.

**UNVERIFIED:**

Audrey Berg - pg 3 & 6

Beth Glum - pg 3

Diane Growley - pg 3

50's - pg 4

Lowell Hoffman - pg 6

Bill Vine - pg 7

Unclear - pg 10

Howard Woon - pg 13

**KEY WORDS:** Roberta "Bobbi" Frans, Region 3, Administrative Officer, Division of National Wildlife Refuges, U.S. Fish and Wildlife Service, Buzza Building, Dan Miller, Wayne Weier, Ede Donovan, assistant regional director (ARD) John Eadie, Tom Worthington, Nina Fuller, Refuge Association, Forrest Carpenter, Ed Crozier, Environmental Safety (ES) environmental impact statements, Budget and Finance, Budget Administration, ABA, BTS System, cooperative student program, regional director Robert Burwell, Minnesota Valley National Wildlife Refuge, Walter F. Mondale, Lynn Greenwalt, Division of Job Corps,